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Sales and Marketing MANAGEMENT

IS DESKTOP PUBLISHING FOR YOU?

The Salesman Who Went Sour

Marketing the Unique Product

Four Fresh Ways to Motivate Your Sales Force

Tactics: Even a Gorilla Can Be a Guerrilla

Selling a $10,000 Product Sight Unseen

Sales and Marketing MANAGEMENT

Established 1918

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Cover:

With new technology constantly being developed, is now the right time to get into desktop publishing?

Cover photo: Brian Kossoff

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pilot program winds up at the end of this year 10 or 11 Club chapters will be in place.

Because Club membership is voluntary, Leach uses the pilot program to "meet the challenges we can expect when salespeople ask themselves, 'What's in it for me, why should I join?' As we fine-tune the program, we want to make sure that the objectives we've set meet the goals and motivations of salespeople who want to advance their careers."

Although the program is funded by Minneapolis headquarters, each city is free to create its own structure, elect officers, and set meeting agendas. Membership is limited to salespeople because branch managers have their own group, the Branch

Leach sells Honeywell salespeople on joining the Club.

Business Council. But Leach says managers are available if chapters want their input.

In trying to get a chapter started, Leach depends on the leading sales producers to act as founding members. "They serve as examples that we can all improve our selling skills whether we're thirty-year vets or fresh out of college," says Leach.

Electronic ordering

Baxter wants a cut ASAP

What better way to maintain industry domination than to make your competitors dependent on your elec-

S&MM salesgraph

Job forecasts tell where the business will be

Sales planners wondering where tomorrow's key customers will come from get an assist from the Bureau of Labor Statistic's latest long-range projections of U.S. employment by industry. The forecast is especially timely because, as a result of the birth dearth of recent years, markets will grow much more slowly in the years ahead, thus intensifying the battle for market shares and spurring diversification into new markets.

Not surprisingly, services will continue to set the pace, contributing 93% of the 21.4 million new jobs that will be created in the 1986-2000 timeframe. While manufacturing employment will slide 4% in the forecast period, BLS says output should hold steady as a result of productivity growth. Thus, marketers who sell to manufacturing companies should see little decline in their markets. In fact, BLS foresees job expansion in some manufacturing sectors, such as electronic computing equipment, up 20%; radio and TV communication equipment, 7%; and electronic components and accessories, 7%.

BLS uses three economic growth scenarios for its projections—low, moderate, and high. The figures below are taken from the moderate growth scenario, based on an annual GNP growth rate of 2.4%, a tick below the 2.5% rate of the 1972-86 period.

Tomorrow's winners . . .

Industry Sector	Employment (000) 1986	% Change 1972–1986	% Change 1986–2000
Computer and data processing	591	+452%	+104%
Outpatient care, other health services	591	305	87
Offices of health practitioners	1,672	141	83
Personnel supply	1,017	360	82
Business services	**4,781**	**167**	**70**
Nursing and personal care facilities	1,250	112	68
Research, management, and public relations	788	NA	65
Services to dwellings	681	103	50
Health services	**6,551**	**92**	**49**
Eating and drinking places	5,879	106	42

. . . and losers

Primary metals	753	−36%	−24%
Apparel, other textile products	1,106	−20	−17
Transportation equipment	**2,015**	**+13**	**−16**
Motor vehicles	865	− 1	−13
Food, kindred products	1,617	− 7	−10
Fabricated metal products	1,431	− 8	− 8
Chemicals, allied products	1,023	+ 1	− 7
Communications	**1,279**	**+11**	**− 5**

Note: Boldface entries are major sectors.
NA: Not available.
Source: Bureau of Labor Statistics, *Economic Growth and Employment Projections* program

IS DESKTOP PUBLISHING FOR YOU?

PC-based publishing offers a lot to sales departments—at a price. Is now the time to buy in?

Think of it: Now you have the capacity to merge text and graphics on a personal computer, design a page with different type fonts and view the results on a monitor, then produce a letter-quality document on a laser printer.

It's called desktop publishing (DTP), and if you haven't heard of it, you must live on a private island. Despite still being in its swaddling clothes, DTP has generated frenzied computer press hype, even network TV commercials. Vendors, frustrated by the PC industry's string of lackluster years, are pitching it as the answer to all your problems; indeed, to problems you might not even have known you had. One of every five corporations, 21%, has bought DTP application software, according to a survey by Sierra Group, a Tempe, AZ, research firm. Of course, as vice president Marty Gruhn points out, that's a far cry from the number buying more traditional packages—database management, 48%; word processing, 46%; and spreadsheets, 44%. But, considering that DTP only got its start in late 1985, sired by Apple Computer's upgraded Macintosh and new LaserWriter printer and Aldus's PageMaker pagination software, the 21% is enticing enough to lure major vendors, i.e, IBM, DEC, Wang, Xerox, into a market that has been Apple's turf up to now. The intensified competition will unleash a flood of new products in the upcoming years, so marketers who embark on DTP's necessary learning curve now will profit the most when better, faster, and cheaper products come on stream.

What's to be done with it?

DTP's potential for becoming a competitive sales tool is limned by Jan Lewis, president, Palo Alto Research Group (PARG), a Menlo Park, CA, research firm: "You always want your document to stand out so that someone reads it and takes action on it. If you send out a DTP-made document while others rely on the dot-matrix printer, you have an edge. Of course, as more mail looks like DTP's 300-dots-per-inch, the ante will be raised."

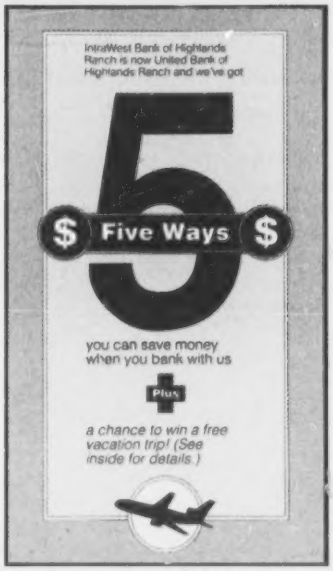
While DTP can't handle long runs of bulky documents, a broad spectrum of sales and marketing literature lends itself to the new technology, with varying results. Analyst Jean Buffam of International Resource Development, a Norwalk, CT, research firm, has his own list:

- Manuals—revises layout as text is revised
- Brochures—handles graphics but volume runs not cost-efficient
- Catalogues—makes price and product changes relatively easy to handle
- Technical manuals—ends the need for inserts with each revision
- Newsletters—easy columnar set-up but scanned images are fuzzy
- Promotional materials—quick turnaround but lacks top quality
- Fliers—easier than mimeograph

DTP's biggest appeal to sales chiefs, contends William J. Higgs, software research director of InfoCorp, the Cupertino, CA, research firm, "is that it gets the sales department out from under the control of outside agencies, such as print shops. Marketers thus gain more quality and timing control."

The freedom gives sales departments greater flexibility and faster response time to special opportunities. "The last thing you want," says George Potter, marketing vice president of Interleaf, the Cambridge, MA, marketer of corporate electronic publishing systems, "is to have a salesperson wake up in the middle of the night with a fresh idea for a proposal, rush to the office in the morning, and be told, 'Too late, we already sent it out and we'd lose two weeks if we had to make revisions.' With DTP, you could make your changes and print the revised proposal the same day.

"New products are another area where you want fast response time.


IntraWest Bank of Highlands Ranch is now United Bank of Highlands Ranch and we've got
5
$ Five Ways $
you can save money when you bank with us
Plus
a chance to win a free vacation trip! (See inside for details.)

New technology creates all-purpose materials, from magazines to brochures to newsletters, according to software.

Feedback from the market might indicate where changes are desirable in a product manual. Revisions can be inserted easier and faster on the departmental PC."

Sales departments are becoming more dependent upon electronic information and DTP helps them mine that rich lode more effectively, says Lisa M. Byrne, product manager for Hewlett-Packard's PC Business Unit, Sunnyvale, CA. "Monthly sales reports can be enhanced by incorporating information from different sources, such as sales summaries from the marketing department, graphics from marketing research, and backup data from the central computer."

By combining text and graphics, DTP spruces up much of the sales department's written communications. "Sales presentations using 35mm slides and overhead transparencies are an active area right now," says James R. Harper, marketing analyst for Apple Computer, Cupertino, CA, "because you can produce them in your office rather than send them outside and wait two to three weeks. Newsletters, brochures, and manuals have caught on fast because DTP eliminates the tedious cut-and-paste routine."

How much can you save?

Substantial cost savings are claimed for DTP. James Copland, president, Laser Friendly, Sunnyvale, CA, a DTP software firm, says, "For a twenty-page parts list or catalogue, typical typographic costs might be $40 to $60 a page, or $800 to $1,200 altogether. Plus it might take as long as two weeks for typesetting, proofing, author's corrections, and client approval. Creating the same document internally with DTP might cost only $150 and take a day or two at the most."

Faster payback, too, is cited as another DTP virtue. Interleaf's George Potter insists that "customers say their paybacks run from six to eighteen months." Adds Arlene E. Karsh, director of computer publishing systems market requirements service for CAP International, a Marshfield, MA, research firm: "Depending on your volume, you can cost justify DTP in three to twelve months." Of course, the fact that the PC will be used for other functions besides DTP accelerates the payback.

How much will you pay?

To take advantage of DTP's many-splendored promises, marketers can expect to pay between $10,000 and $15,000 for a first-class DTP system, which would include a PC (preferably PC-XT or -AT class with a hard disk), graphics card, monitor, laser printer, scanner (for photographs and similar image products), and software.

Those price tags have crimped DTP's market penetration. The Sierra Group's survey revealed that whereas 32% of corporations in the $1 billion-plus class and 39% of those in the $500 million–$1 billion group bought DTP applications, the ratio among those under $100 million was much smaller—18%. DTP's first buyers, says Marty Gruhn, "are those with big bucks. The $500 million to $1 billion corporations lead the way because they're on the verge of very large growth and are very image-conscious."

Murray Disman, president, International Planning Information, Redwood City, CA, thinks only one-third, 32%, of the 3.6 million companies in business today are candidates for any form of computer-aided publishing (CAP). Citing a report, *Business Opportunities in Computer-Aided Publishing: 1987-1991*, by Intertec Development, Los Altos, CA, that he is marketing, Disman says only companies with annual revenues exceeding $700,000 are potential prospects. Those below that level, he adds, do not spend enough on printing and publishing to justify CAP and will farm their work out to local print shops.

Hoping to make DTP more palatable by simplifying buying choices, major vendors market complete systems comprised of their own gear and, where holes exist, products from firms they have made strategic alliances with. Price tags of such systems, according to Joan-Carol Brightman, senior analyst-electronic publishing research for International Data Corp. (IDC), the Fra-

Left: Adobe Systems using Adobe Illustrator and PageMaker; center: Lehndorff Design; right: design by David Cundy Inc., New Canaan, CT.

As desktop publishing market mushrooms

	1986 Shipments (Thous. Units)	1991 Shipments (Thous. Units)	Avg. Annual Growth Rate
Microcomputers	61,800	502,000	52%
Laser printers	78,300	377,400	37
Software	83,800	532,040	45
Graphic displays	20,380	395,780	81
Scanners	2,500	75,500	98
Total	246,780	1,883,120	46%

. . . IBM adds another notch to its belt

Microcomputers	1986 Shipments (Thous. Units)	Market Share	1987-91 Shipments (Aggregate Units)	Market Share
Apple compatible	45,000	72%	730,500	44%
IBM compatible	15,000	24	898,000	54
Other vendors	1,800	3	40,500	2
Total	61,800	100%*	1,669,000	100%

*Details may not add to total due to rounding.
Source: Intertec Development Corp., *Business Opportunities in Computer-Aided Publishing: 1987-91*, marketed by International Planning Information
*Sales & Marketing Management

mingham, MA, research firm, range from $7,995 (AST Research) and $9,995 (Xerox) at the low end to $14,260 (Wang) and $14,685 (DEC) at the high end. However, Xerox and Wang do not include a scanner, which can add another $2,000-$4,000 to the bill, and AST Research omits software, which runs from $500 to $1,000.

Software choice is critical, and the user gets what he pays for. "You can pay $495 for Aldus's PageMaker, but you can only lay out a page at a time," cautions Kevin Howard, marketing communications manager, Seybold Seminars, Malibu, CA, "or you can put up $895 for Xerox's Ventura, which lets you develop a style sheet for the whole document at one time."

Prices will drift downward as unit shipments ramp up, vendors exploit technological advances, and the scramble for market share heats up. William J. Dorman, president of Dorman Associates, a Marshfield, MA, research firm, looks for "declines on the order of ten percent a year." In real terms, the falloff will be faster because as prices drop, equipment performance will improve.

Hardware prices will shrink faster than software tags because that's where most technological breakthroughs occur and the latter is labor-intensive. "Making copies of software is cheap," observes Apple's James Harper, "but it takes a lot of programmers to develop the

Apple vs. Big Blue

A confluence of technological advances—decreasing memory costs, high-resolution, full-page laser printers, and cost-effective integration of graphics and text—will give DTP the potential for moving from today's niche market to the mainstream.

As DTP vendors strive to exploit these advances, things will become much more turbulent. Says Interconsult's Woodrow Vandever, "This year will see a seismic shift from a market dominated by Apple and characterized by many young innovative companies to one where the major companies who will have the lion's share of the business in the future have entered the game."

Indeed, Apple, whose penetration of the corporate market is strictly due to the Macintosh's DTP success, currently stands astride the DTP market like a colossus. Last year, according to Intertec's report on computer-aided publishing, Apple had 75% of the revenues in microcomputers, 58% in laser printers, 13% in hardware subsystems and components, and 19% in software.

However, Apple now faces a rising tide of challengers who are developing DTP applications for the vast installed base of IBM PCs and their compatibles. IBM itself, which formed a publishing systems unit in mid-1986, targeted DTP with one of the models among the new generation PS/2 family unveiled in April. Dataquest's Ajit Kapoor, director of electronic publishing market analysis, thinks that "Apple's biggest obstacle as it tries to capitalize on the Macintosh's success will be the vast installed base of MS-DOS PCs (IBM PCs and compatibles)," which he puts at 11 million-12 million units vs. 1 million Macs.

Conceding that Apple faces market share erosion, James Harper insists, "We're strongly committed to staying ahead. We're into our second generation Macintosh while everybody else is just getting their feet wet. MS-DOS has always been very weak in graphics. Not until 1989 will IBM be even close to where the Mac is today, and by then we will be that much further ahead of them."

Maybe so, but consultants generally believe IBM's sheer marketing momentum will make DTP another notch in Big Blue's belt.

Interleaf Inc.'s system, while allowing great flexibility in page design, can also meet strict formatting guidelines.

Making the sales close more persuasive

Proposal writing and sales presentations are made into more effective closing tools by desktop publishing's capability for merging text and graphics as well as by shorter turnaround times in the preparation phase.

William H. Howell, founder and head of Howell and Associates, a Los Angeles firm specializing in institutional architecture, found that out when he and his staff became bogged down in responding to requests for proposals. Using typewriters, typesetters, and professional copy services, it took him up to three days to prepare forms that often ran in excess of 100 pages and a week to prepare architectural hand-lettered presentation boards.

"Although I didn't know much about computers," Howell recalls, "I knew I needed flexibility and expandability, something that could handle design and chart graphics and that offered extras like a spelling checker and easy word processing." He also wanted an "inexpensive" way to dress up the presentations and proposals he offers early in the sales cycle, as well as a graphics capability for producing custom sales charts quickly.

He settled on the 5000 Integrated Workstation marketed by NBI, Boulder, CO, designed to allow nontechnical people to create complex documents containing text, data, and graphics. Howell paid $20,000 for the souped-up PC, plus $5,000 for an Apple LaserWriter.

Productivity gains were dramatic. Howell says spec presentations that used to take three days to format, type, and produce are now turned around in hours. Preparing the outsize illustration boards now takes a day.

He also uses the 5000 to customize brochures for each client presentation, relying on the near-typeset-print quality to showcase the company's professionalism. Using the Chart and Design Graphics software that comes with the workstation, he designs illustration boards used in presentations.

"I especially like the flexibility in typefaces and fonts," Howell says. "They add a sharp look to our presentations, and that's critical."

Capitalizing on increased business, Howell recently hired six more associates, raising the company work force to 17 vs. the one-man operation he ran two and a half years ago.

original idea—and you have to pay them." Software price inelasticity won't be a sticking point, InfoCorp's William Higgs feels, "because it represents only ten percent of the total buy. Also, when all the hardware is sitting around, people will pay substantially to make it run."

The color of the future

In addition to lower prices, vendors bank on product improvements to build a mass market for DTP. Color printers, which PARG's Jan Lewis calls "DTP's sticking point right now," loom as the next big action area, according to Woodrow Vandever, executive vice president, Interconsult, a Cambridge, MA, research firm. "They'll be coming out fairly soon, starting with improved presentation graphics. The thing to understand is that we have a whole generation that grew up with color TV. Color is accepted as useful; it's not a question of esthetics any more."

Seybold's Kevin Howard isn't that optimistic on the timing and thinks it'll be another 4-5 years before "color printer prices come down to what the market wants to spend. A considerable amount of expense is involved in getting into color." Apple Computer's James Harper thinks faster laser printers than today's 5-20 pages-per-minute models will debut soon, while others stress that vendors must move from today's 300 dots-per-inch closer to typesetting's 1,000 dots-per-inch.

Also needed to make DTP more popular: low-cost, improved scanners (for inputting material without keyboarding) that digitize images, provide optical character recognition for text, retain the format of original documents, and consume less memory.

There's general agreement that DTP software must become much easier to use if the technology is to attract a broader community of end users. "DTP software today has a strong graphic arts orientation," posits CAP International's Arlene Karsh, "and requires that the sales executive, for example, learn layout design and become familiar with composition terms and functions. Even those programs that operate with helpful interfaces, such as the mouse and icons, require that kind of knowledge as a prerequisite."

In the future, then, look for DTP software to move toward the simplicity of word processing programs.

Thayer C. Taylor, Senior Editor

Michael J. Muhney, executive vice president of marketing, who was formerly an IBM marketing representative.

Drawing on their sales backgrounds, the two developed a program for laptops, which, they say, "integrates sales functions with desktop functions using customizable information fields and pop-up windows for an easy-to-use effective account management." Priced at $395, ACT requires 420K memory and is IBM-compatible (MS-DOS version 2.0 or higher).

Computer highlight

Uneasy lies IBM's crown

Despite IBM's efforts to convince analysts and the news media that its new PS/2 line of PCs is a success, International Data Corp. (IDC) predicts that Big Blue will suffer continued market share erosion this year. In a recent client briefing, the research firm said IBM's PC shipments will rise this year.

This year's winning hand, ac-

PCs top 10: goodbye and hello

Vendor	Market Share 1987	Market Share 1986	% Change 1986–87
IBM	21.50%	21.90%	– 2%
Apple	18.00	17.30	+ 4
Commodore	13.50	14.90	– 10
Tandy	12.00	9.50	+ 26
Atari	3.50	4.00	– 13
Compaq	3.40	3.40	N.C.
Leading Edge	3.00	3.00	N.C.
Zenith	3.00	2.20	+ 36
PCs Ltd.	3.00	1.10	+172
Hewlett-Packard	2.30	2.30	N.C.
Other	16.80	18.80	– 11

Note: U.S. shipments.
N.A.—Not available.
N.C.—No change.
Source: International Data Corp., *PC/Small Systems Advisory Service*

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cording to IDC's projections, will be held by Michael Dell, youthful head of PCs Limited, Dallas, which will roar from nowhere to land among the top 10, ousting AT&T. IDC analyst Tom Roberts credits Dell with "aggressive pricing and creative distribution and support agreements." He sees AT&T's shipments tumbling from 170,000 PCs in 1986 to "well under 100,000" this year.

If such a drop materializes, it's widely expected that AT&T will pull out of the industry. Reportedly, it would spin its Data Systems Div. into a joint venture with its PC supplier, Ing. C. Olivetti & Co.

Thayer C. Taylor, Senior Editor

SOFTWARE DIRECTORY ADDITIONS

The following vendors should be added to your copy of S&MM's *Directory of PC-based Sales and Marketing Applications Software* (December 1986). A new directory will appear in December 1987.

ACCOUNT MANAGEMENT

Profit Management Systems
Outcome
Designed for products sold to multiple decision makers, program provides customer data management, past contact records, sales objectives, decision makers involved, ideal customer match, task delegation with follow-up.
160K
$500/salesperson
IBM PCs, compatibles; Xenix operating system
Demo disk available
Profit Management Systems, Inc., 9800 Fourth St. North, St. Petersburg, FL 33702 (813-578-0190)

LEAD TRACKING

Breakthrough Productions
Market Master
Organizes lead follow-ups systematically, generates activity reports and letters, produces to-do lists.
512K, preferably with hard disk
$275
Enhanced Macintosh, Macintosh Plus
60-day trial copy/$25
Breakthrough Productions, 10659 Caminito Cascara, San Diego, CA 92108 (619-281-6174)

SourceMate Information Systems
TelemarketMate
Tracks and organizes data on companies, clients, contacts, or prospects according to 58 classifications;, includes pop-up notepad for recording telephone conversation notes.
128K
$495
IBM PC-XT, -AT, compatibles
SourceMate Information Systems Inc., 20 Sunnyside Ave., Mill Valley, CA 94941-1928 (800-228-8896)

MEETINGS

Marketech International
MSSP (Meeting Site Selection Program)
Menu-driven program selects optimal meeting sites for national and regional meetings based on airfares, lodging, meals, airport-to-city transportation, and miscellaneous out-of-pocket expenses.
128K
$265
IBM PCs, compatibles; color monitor; DOS 2.0 or higher
Demo disk $7.50
Marketech International, P.O. Box 366, Far Hills, NJ 07931 (201-204-0933)

TELEMARKETING

Remote Control Computer Support Group
TeleMagic
Menu-driven for novice, and command-driven for experienced user. Built-in scripting feature allows unlimited variety of sales presentations instantly modified to prospect's responses, all completed with tailored "close."
320K
$95 single user; $145 per user multicopy version
IBM PCs, compatibles
Remote Control Computer Support Group, 1320 Ocean Ave., Del Mar CA, 92014 (800-992-9952)

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Contacts organized by 14 user-defined views; activities automatically filed by contact, event, and time.
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